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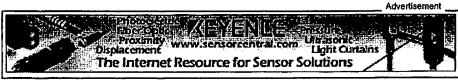
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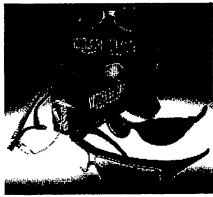
Archive News Story

(Products mentioned in this Archive News Story may or may not be available from the manufacturer.)

Safety Glasses made with Harley-Davidson® license.

June 19, 2002 - Harley-Davidson® brand protective eyewear is available in five models, including Limited Edition HD 100 with aerodynamic design reminiscent of popular sports glasses and HD 100 contemporary, wrap-around sport styling with molded in sideshields and brow guards. Other models include HD 200 Classic style with lightweight unilens, panoramic vision, and adjustable temple length; HD 300 sporty wrap-around unilens with classic black frame; and HD 400 with wrap-around lens.

Related categories: Safety and Security Equipment



Safety Glasses made with Harley-Davidson® license.

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Archive Press Release

(Products mentioned in this Archive Press Release may or may not be available from the manufacturer.)

Release date: June 1, 2002

Bacou-Dalloz Introduces Harley-Davidson® Safety Eyewear Company Signs an Exclusive Agreement with Viva International, Official Harley-Davidson® Licensee

Smithfield, R.I., June 1, 2002-Bacou-Dalloz, the world's leading manufacturer of personal protective equipment--and parent company of Uvex Safety--has signed an exclusive agreement with Viva International, an official licensee of the Harley-Davidson Motor Company, to produce safety eyewear under the Harley-Davidson® brand.

According to Anne Chambers, Bacou-Dalloz brand manager for eye protection, the

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legendary Harley-Davidson brand ideally characterizes this collection of contemporary safety eyewear and its exceptional quality, cutting-edge style, and powerful performance.

"Our Harley-Davidson® Safety Eyewear models are precisely what safety directors have been asking for: protective eyewear that workers will stand in line to wear," said Chambers. "That's because Harley-Davidson isn't just a brand. It's a symbol of Americana, of freedom, adventure, and Individuality. All proven to generate the kind of interest and enthusiasm that translate into increased compliance and-ultimately-bottom--line cost savings."

At the forefront of the new Harley-Davidson® Safety Eyewear collection is the Limited Edition HD 100 Series, an aerodynamic design reminiscent of popular sports glasses. The sieek, wrap-around frame comes in a bright, metallic silver finish and features a blue mirror lens engraved with the Harley-Davidson name. The Harley-Davidson brand name and famous Bar and Shield logo are also prominently featured on the front, making the Limited Edition a "must wear" among a broad spectrum of workers.

Four additional models round out the Harley-Davidson® Safety Eyewear collection, offering styles suited for workers of all ages, as well as a broad range of work applications. All feature black frames-many with orange accents on the temples. To further highlight the cutting-edge branding, the Harley-Davidson name is engraved on the lenses and sides of the temples.

"Harley-Davidson® Safety Eyewear is about style and image, as well as comfort and protection--all designed to drive compliance," said Chambers.

The four Harley-Davidson® Safety Eyewear models offer a variety of lens tints--including clear, gray, indoor/outdoor, and gold mirror. All models meet or exceed ANSI Z87.1 industry performance standards.

- + HD 100 Series: Contemporary, wraparound sport styling with molded in sideshields and brow guards for superior protection and field of vision.
- HD 200 Series: Classic style, lightweight unilens offers panoramic vision and adjustable temple length.
- HD 300 Series: Sporty wrap-around unilens with classic black frame and adjustable lens inclination and temple length.

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Apr 28, 2008 Safety Eyewear blocks 99.9% of UVA and UVB rays.

Oct 25, 2007 Safety Eyewear and Goggles feature dual lens coatings.

Oct 25, 2007 Safety Eyewear features lightweight. sporty design.

Sep 14, 2007 Safety Glasses meet ANSI Z87.1+ standards:

May 29, 2007 <u>Safety Glasses feature 5 interchangeable lenses.</u>

Oct 9, 2006 Goggles offer face-hugging, over-theglass protection.

Jan 13, 2006 Wraparound Glasses combine style and safety.

Dec 1, 2005 Lightweight Safety Eyewear promotes

user comfort.
Sep 28, 2005 Protective Eyewear promotes user.

comfort and flexibility.

May 27, 2005 Protective Eyewear helps ensure worker

compliance.

May 26, 2005 Safety Glasses attach to hard hats for

user comfort.

Dec 14, 2004 Protective Eyewear comes with choice of

metal temples.

Aug 6, 2004 Safety Glasses provide magnified reading

Sep 10, 2003 Safety Glasses have replaceable lenses.

Aug 13, 2003 Protective Evewear meets ANSI standard 287.1.

Mar 28, 2003 <u>Goggles protect against chemical</u> splashes.

seaments.

Mar 19, 2003 <u>Protective Eyewear increases visual</u> contrast.

Feb 25, 2003 Safety Glasses offer sporty look and ANSI/CSA protection.

Feb 6, 2003 Protective Eyewear meets ANSI and OSHA requirements.

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Mobile Edition

 HD 400 Series: High-tech, high-style protective eyewear.
 Wrap-around lens provides 180 degrees

clear field of vision as well as excellent side and brow protection.

Harley-Davidson® Safety Eyewear will be available June 1, 2002. It will be sold only through authorized Bacou-Dalloz industrial distributors or wholesalers. Harley-Davidson® Safety Eyewear is designed for industrial use only. For more information, call 1-800-343-3411.

Bacou-Dalloz is the world leader in the design, manufacture and sale of personal protective equipment, supporting a wide range of industries including industrial manufacturing, construction, telecommunications, and health care. The company provides unmatched head-to-toe protection through three core businesses: protection of the head (respirators, earplugs and safety glasses), fall protection (harnesses, connectors and lifelines), and body protection (gloves, apparel and shoes). Bacou-Dalloz has approximately 6.500 employees and operates 53 facilities worldwide. Sales in 2001 were EUR 927.6m (\$825.7 million U.S.).

Harley-Davidson Motor Company, the only major U.S.-based motorcycle manufacturer, produces heavyweight motorcycles and offers a complete line of motorcycle parts, accessories, apparel, and general merchandise. Buell Motorcycle Company produces sport and sport-touring motorcycles. Harley-Davidson Financial Services, Inc. provides wholesale and retail financing, insurance and credit card programs to Harley-Davidson dealers and customers.

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PRESS RELEASE

Harley-Davidson(R) Safety Eyewear
New Harley-Davidson(R) Safety Eyewearfrom Bacou-Dalloz, the world's leading
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equipment and parent company of Uvex
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ages and most work applications (clockwise

Dec 2, 2002 Spectacle can increase worker wear time.

More New Product News from this company:

Oct 25, 2007 Safety Eyewear and Goggles feature dual lens coatings.

Oct 25, 2007 Safety Eyewear features lightweight.

Jun 8, 2007 Safety Eyewear features lightweight. frameless design.

Jun 6, 2007 Safety Eyewear meets ANSI Z87+ and CSA Z94.3 standards.

Oct 9, 2006 Goggles offer face-hugging; over-theglass protection.

Dec 1, 2005 Lightweight Safety Eyewear promotes user comfort.

Sep 28, 2005 Polarized Safety Eyewear minimizes glare.

Aug 10, 2005 Reading Magnifiers adjust at 4 different points.

Jan 25, 2005 Safety Eyewear provides custom fit.

Jan 28, 2004 <u>Spray maintains anti-fog coating on</u> safety eyewear.

Apr 28, 2003 <u>Safety Eyewear sults summer work</u> applications.

Feb 11, 2003 <u>Anchorage Connectors suit concrete</u> <u>applications</u>.

Nov 8, 2002 Reusable Earplugs are sulted for all day wear.

Nov 5, 2002 Fall Limiter offers alternative to shockabsorbing lanyards.

Oct 31, 2002 Safety Eyewear offers patriotic style and protection.

Oct 30, 2002 Fall Protection Products meet OSHA.

ANSI, and CSA requirements.

Jul 9, 2002 <u>Fall Protection System meets OSHA and ANSI standards.</u>

Jul 2, 2002 Safety Goggle minimizes fogging from heavy exertion.

Jan 25, 2002 Anchorage Connector provides temporary fall protection.

Other News from this company:

Oct 15, 2007 World Class Uvex Genesis Safety Eyewear
Expands into Family of Options

Jun 22, 2006 Uvex News in Brief: Announcing the Latest in Eye and Face Protection

Feb 27, 2006 <u>Uvex® Leads Industry in Military-Certified</u>

<u>Safety Eyewear</u>

Aug 27, 2005 <u>Uvex FitLogic Safety Eyewear From Uvex</u>

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from top): Limited Edition HD model 100, HD 300 Series, HD 100 Series, HD 400 Series, and HD 200 Series. Harley-Davidson Safety Eyewear will be available June 1, 2002. For more information, call +1 800 343 3411.

For a high-resolution image file of this photo, artwork for the Bacou-Dalloz and Uvex logos or a pdf file of this release, please go to www.shirkcom.com/bacou-dalloz.

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www.bacou-dalloz.com Bacou-Dalloz

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Address: 10 Thurber Blvd.

City: Smithfield

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Trade Shows



The Consumer Electronics Show is THE place to view the newest high-tech gadgets each year. HowStuffWorks has been right there, covering the show, since 2001.

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Consumer Electronics Show 2002

by Janice Clark

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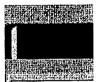
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Wurlitzer Soda Machines

Wurlitzer, known for quality music and vending products worldwide, has teamed up with Coca-Cola and Harley-Davidson to create two refrigerated, nostalgic soda machines.











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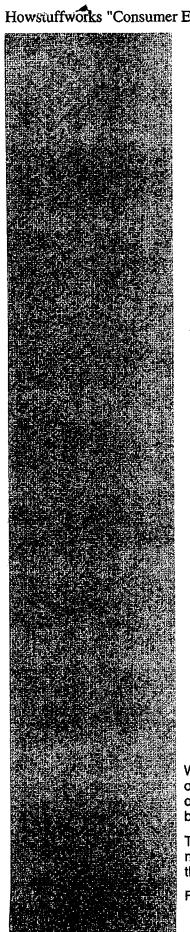
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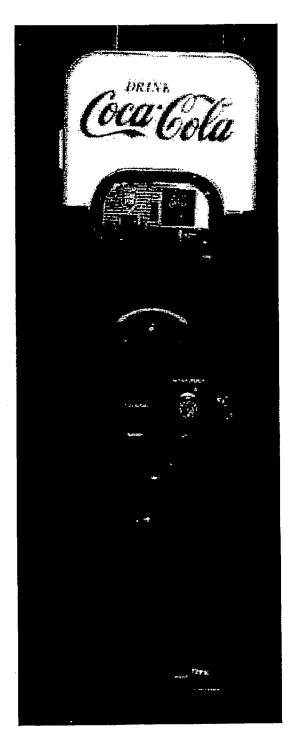
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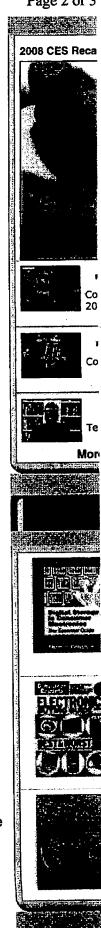


Wurlitzer has replicated the famous Coca-Cola Model 44 vendor that was originally introduced in 1956. Unlike the original, which only had one selection of soda available, this unit can serve two of your favorite beverages in cans or bottles.

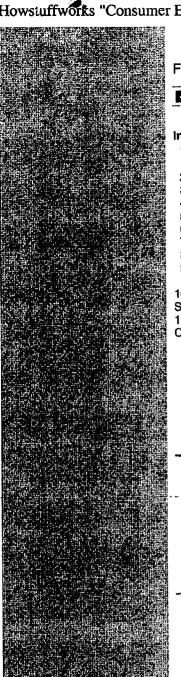
The Harley-Davidson Roadhouse Collection design soda machine features the nostalgic side graphics from the Harley-Davidson archives. The machine has the famous "Bar and Shield" logo embossed on the upper front panel.

Features include:

- Free or coin-activated modes
- Two beverage selections
- Storage for up to 64 12-oz cans



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Holds cans or bottles

For more information, visit Wurlitzer.

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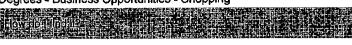
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By Dan MacMedan, USA TODAY

Jacquelyn Tran is CEO of Beauty Encounter, an online cosmetics firm in Orange County, Calif. Her parents left Vietnam in 1980 when she was 3.

Here are some tips for small businesses and

· Do serious homework, and research potential

· Find a global shipper or freight forwarder who

· Consult with an international banker who will

finance an export sale, give advice on potential

risks and structure competitive payment terms. · Hire an accountant who will maximize a small firm's cash flow and limit worldwide tax

· Use an attorney well versed in trade who will

advise on intellectual property Issues, mergers

Watch out for foreign laws and customs, high

· Diversify and engage in exporting, importing

and outsourcing to weather economic storms

Source: Laurel Delaney of GlobeTrade.com

overseas expansion costs and products that

and acquisitions and reorganization.

may not fit in foreign markets.

and currency fluctuations.

entrepreneurs interested in selling abroad:

will prepare documents, set up and collect payment and make sure that goods are

SETTING UP SALES

delivered safely.

exposure.

By Edward Iwata, USA TODAY

In a powerful trend that is reshaping the economic landscape, a rising wave of U.S. small businesses and start-ups are going cross-border and selling hundreds of billions of dollars in goods and services to Asia, Canada, Latin America, Europe and Africa.

While big corporations dominate global business Facebook news, small companies are charging into overseas What's this? markets at a faster pace. From 1992 through 2007, exports by U.S. small businesses have soared nearly fourfold to \$400 billion, according to a preliminary estimate by economist Harvey Bronstein of the U.S. Small Business Administration.

That number could climb more if the weak U.S. dollar continues to boost exports, and if the Federal Reserve and lenders keep lowering rates to help fire up the cooling economy.

"Exports are the under-recognized opportunity for many American small businesses," says SBA Administrator Steve Preston, who hosted a trade conference Monday in Hialeah, Fla., with Commerce Secretary Carlos Gutierrez. "A tot of small businesses have very good products that are very competitive overseas."

As the global economy grows, half of U.S. small businesses will be involved in trade by 2018, predicts a recent report by the Institute for the Future think tank in Silicon Valley and software company Intuit.

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A confluence of forces — from the weak dollar to more open markets is feeding the trend, according to consultants, business professors and government officials.

Small businesses are getting a lift from the flagging U.S. dollar, which makes exports cheaper for customers in other nations.

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Websites with information and market research for small businesses going global:

sba.gov/aboutsba/sbaprograms/ internationaltrade/useac/index.html -- The Small Business Administration has export help centers across the USA.

buyusa.gov/home/export.html – A comprehensive Commerce Department website.

traderoots.org/home.asp -- The U.S. Chamber of Commerce's TradeRoots program focuses on small businesses and local economic development.

doingbusiness.org/economyrankings -- A World Bank report that ranks doing business in various countries.

intuit.com/futureofsmallbusiness -- A series of reports on the future of small businesses by The Institute for the Future and Intuit.

Source: USA TODAY research

firm in Park City, III., that leases computer equipment, more than half its increasing sales go directly to customers abroad or to U.S. buyers who then ship goods overseas, says founder and CEO Betsy Shields.

Even with the U.S. economic slowdown, her revenue for this year's first quarter has risen 3% from the same time in 2007 — "which is better than I expected in this economy," Shields says.

Other forces: Free trade is opening more markets for small businesses, which the SBA defines as firms with fewer than 500 employees. Millions of immigrant entrepreneurs, from mom-and-pop chains to technology firms, are hungry to grow their businesses by selling in their homelands. The internet and stronger transportation and banking networks make it easier for small companies and consumers to hook up.

"The timing has never been better for small businesses to get out of their backyards and become global players," says Laurel Delaney, founder of GlobeTrade.com, a consulting firm for small businesses.

Small business owners who are taking advantage of cultural ties, the Internet's global reach and marketing savvy to dive into international trade include:

•A Vietnamese-American entrepreneur. Jacquelyn Tran, the 31-yearold CEO of online cosmetics retailer Beauty Encounter (www.BeautyEncounter.com), was a toddler when her parents left Vietnam to settle in Orange County, Calif., three decades ago.

Her parents sold perfume and other goods at a flea market for several years, then opened a retail store in the fashion and garment district of downtown Los Angeles.

After Tran graduated from the University of California at Irvine with her business degree, she raised her parents' business to a new level in 1999 by launching an online business to sell their goods.

Tran made only \$150,000 in sales the first year. But she says that business took off the second year through online advertising, a new website and other Yahoo online services for small businesses.

Last year, Beauty Encounter hit \$20 million in sales, with 15% coming from the United Kingdom, Canada, France, Germany, Latin America and Japan. The weak U.S. dollar has boosted sales abroad by 10%, with foreign customers placing larger orders for fragrances, cosmetics and skin-care products to take advantage of favorable currency rates, Tran says.

Beauty Encounter is growing so quickly that Tran plans to move her company to a larger warehouse-and-office site later this year. "I'm still kind of in shock," Tran says. "The beauty industry has always been a passion of mine, but to see it taking off on the Internet and internationally is really cool."

•A young online designer. Joe Gebbia, a 26-year-old entrepreneur and designer in San Francisco, credits sore backsides for helping him to create CritBuns (www.CritBuns.com), an online maker of colorful foam seat cushions.

As a student at the Rhode Island School of Design, Gebbia noticed that classmates were uncomfortable sitting on hard chairs and floors during day-long critiques of their work by professors. He designed the fashionable cushions and plunged full time into his new business after graduation.

Scores of skeptical retailers rejected his cushions, until Gebbia finally sold 200 units to the Museum of Modern Art in New York. Last year, Gebbia launched his website, and the cushions were featured at a Tokyo design show and in *I.D.*, a design magazine.

Demand for the cushions took off. Now, 25% of his sales are to customers in Canada, Europe, Australia, Japan and other countries and regions. He also plans to market the cushions as "Sports Buns" to professional and school athletic events in the USA and abroad.

- "I hadn't anticipated international sales at all," Gebbia says, "but people found the website, and I started getting orders from all over the world."
- •A motorcycle-riding businesswoman. As a teen growing up in Missouri, Rebecca Herwick loved dirt bikes and big motorcycles. Today, the 49-year-old Herwick is owner and CEO of Global Products (www.GlobalProductsInc.com), a St. Peters, Mo., firm that is the exclusive dealer and licensee for Harley-Davidson decals, caps, T-shirts and other gift items.

Herwick saw the international potential for Harley-Davidson products during a trip to Europe in the mid-1990s with her former husband, who founded Global Products. The demand for goods with Harley-Davidson's famous bar-and-shield logo has grown steadily each year.

Herwick sells her products through dealers and distributors in Canada, Europe, Japan, Australia, South Korea and Dubai. This month, she's helping a Chinese auto dealer open the fourth Harley-Davidson dealership in China, in the large city of Qingdao.

International sales last year accounted for 10% of her company's \$18 million in annual revenue, and she expects the figure to grow to 25% in the near future if she expands to potential markets in Latin America and other regions.

*When you ride a Harley, you have a sense of independence and empowerment and luxury," says Herwick. "It doesn't matter where in the world you may be — that feeling is still there."

Immigrants' connections

Why are more U.S. small businesses leaping into the global marketplace?

Many cite the boom in entrepreneurlal immigrants with strong ties between the USA and their cultural homelands in Asia, Latin America, Europe and the Middle East.

Twenty-five percent of new U.S. technology and engineering companies that were launched from 1995 to 2005 have at least one founder who is foreign-born. Those firms hauled in \$52 billion in sales in 2005, according to a study last year by Duke University and the University of California at Berkeley.

"You can go to almost any city in India, China, Saudi Arabia, Dubai — many economies in the world now — and see people buzzing with energy and entrepreneurship," says Vivek Wadhwa, a Duke University engineering professor and technology entrepreneur who has launched two start-ups. "There's a cross-fertilization of talent and a new sense of confidence."

An increasing number of venture capital firms — always hunting for hot entrepreneurs and new technology — have poured \$83 billion in the past decade into start-ups in the USA, India, China and other countries, reports the National Venture Capital Association and Thomson Financial.

More than half of U.S. and foreign venture capitalists surveyed in 2006 by Deloitte & Touche and the NVCA said that they plan to expand their global investments, "a sea change in the venture industry," the report found.

Another factor: Just like corporate giants, small firms today can readily sell their goods and services worldwide because of new technology, quicker and cheaper manufacturing, and stronger shipping and banking networks. The Institute for the Future calls it a "plug-and-play infrastructure."

"The infrastructure is building up to support global trade, and the costs have fallen dramatically," says Steve King, a senior adviser at the Institute for the Future. "Suddenly, you can export more easily than ever before."

Trade issues

Government agencies and trade groups see U.S. small businesses as potent forces for trade and economic growth. Aiming to boost small-business exports, the SBA, the Commerce Department, the Export-Import Bank and the U.S. Chamber of Commerce's TradeRoots program offer financing, conferences and other resources.

The SBA's Preston says free-trade agreements create a fairer playing field for small businesses, which lack the firepower of large firms to break into foreign markets.

"Tariffs come down dramatically, rules become simpler, and (intellectual property) protections become greater," Preston says. "That opens the door for small businesses."

Pro-trade forces are lobbying Congress to pass free-trade agreements with Colombia, South Korea and Panama. Last year, those countries generated \$16 billion in exports for U.S. small businesses, and those exports will grow if trade barriers fall, says SBA spokeswoman Christine Mangi.

Of course, U.S. small business owners and analysts say, going global isn't as easy as setting up shop in the local neighborhood.

Language and cultural roadblocks can lead to a maze of problems. Hefty foreign taxes and customs duties can erase profits. Weak legal systems, corruption and shady business partners can sabotage sales and deals. Intellectual property theft remains a huge problem.

"There are giant challenges that can't be dismissed." King says. "A lot of companies fail or have problems, although enough are going to succeed."

Tran at BeautyEncounter.com says she struggles to keep down international shipping costs for overseas customers. At Global Products, Herwick says regulatory and audit issues in many countries are the toughest export-related tasks for her to juggle.

Even the weak dollar is a dual-edge sword. With the greenback falling, Herwick is making more sales abroad. But her inventory in Europe sells for less than it did under old exchange rates, when European dealers paid her one-to-one for her goods. With \$1 fetching well under 0.7 euros in recent months, her profits dip.

"I did not anticipate the horrible performance of our dollar the last few years, and that's hurt me," she says.

But the potential pitfalls aren't scaring Herwick and other small business owners.

As corporations embraced technology through the 1990s, Shields at Breakaway Technologies saw her firm grow steadily and reach \$4 million in sales. Her sales slowed, though, when Dell and Hewlett-Packard became competitors.

To grow again, Shields is prowling for more international customers in Canada and Europe, where she already does business. She's also researching potential markets in Latin America, Asia and Africa.

"We realize we need better penetration, and the U.S. market won't always provide it," Shields says. "If you stay static, you're not going to stay in business very long."

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Xrp wrote: 50d ago

Sagemeister wrote: 6m ago

I am a "liberal" and I have never stated that Dubya has "destroyed all innovation". He has destroyed plenty, but let's not exaggerate.

Recommend

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I suspect that our idiot President could care less about small businesses as described in this article, unless, of course, they are contributors to the Republican party.

And Democrats don't care about small business or the American public unless they happen to be on welfare (free dependency votes) or contribute to the Democrat Party.

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Sagemeister wrote: 50d ago

Xrp wrote: 20m ago: This is impossible. How are small US firms making global sales? According to the media and the liberals, George Bush has destroyed all innovation and manufacturing. George Bush has ruined everything. Everyone is in soup lines and broke...no money.

I am a "liberat" and I have never stated that Dubya has "destroyed all innovation". He has destroyed plenty, but let's not exaggerate.

I suspect that our idiot President could care less about small businesses as described in this article, unless, of course, they are contributors to the Republican party.

Ldo find it interesting that small businesses are based in the US, most of their workers are in the US, and they are flourishing. Corporate giants like IBM, Dell etc can't move their workforce off shore fast enough...strange.

Recommend 3 | Report Abuse



Xrp wrote: 50d ago

This is impossible. How are small US firms making global sales? According to the media and the liberals, George Bush has destroyed all innovation and manufacturing. George Bush has ruined everything. Everyone is in soup lines and broke...no money.

Additionally, this woman's family has been in the USA since 1980 and probably came here without a penny to their name...yet today she runs a company -- why aren't they on welfare? Why are families that have been here for 7 or more generations on welfare but this family is not? OOOOOOOOOOH, I GET IT...THIS FAMILY WORKS. THEY WORK TO EARN MONEY! How'boutcha?!?!

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Jamai Windfall wrote: 50d ago

Highly visible but statistically rare. Also, a great product is a great product and people catch on. This story should not be taken as some sort of sign of economic change. This story can re-energize people who already have a great enterprenurial (sp) spirit and also business minded people. They can look at these examples and find hope. Businesses all try to figureout a way to get people to buy your stuff. Nothing new here except people are buying a small piece of the "idealized American decadent good life". Sure, Americans should stop being consumers and start to think like the merchant class but they already know this and have not done it because it is too hard. Businesses take years, decades to become profitable, people want a quick fix. Our economy will rebound when the people who control the money decide it is time. Many people will make profits no matter what is going on in the grand scheme. In ancient Rome, people made money selling bread outside the colliseum, while other people where inside (the real game) deciding who will be eaten by lions. I know I'm all over the place, but such is the nature of information/truth - its scattered and does not arrive in a neat, clean package. Thats only for the TV generation.

Recommend 4 Report Abuse



MountainMan wrote: 50d ago

Nice to read some good economic news for a change. Not overpoweringly hopeful, but every bit helps.

I now work for a good American company that exports a lot of gizmos, and we have the largest share of the current market. The outsourcing Mega-Corp job drain in this global market seems to be tied to the overall strain

on our economy. (That and some overspending in the war on whatever). Most hardware mfg is in asia. Pretty soon we'll forget how.

Maybe some of you more knowledgabl folks can give a few thoughts on that.

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truckman wrote: 50d ago

maybe if the big companies ran theirs the same way (resonsible and accountable) they would export jobs and be in their current predicament.

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Rick Speidel wrote: 50d ago Ms Tran is adorable.

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2005 Victory Hammer

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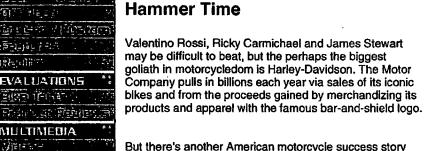
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10/28/2004

By Kevin Duke

But there's another American motorcycle success story being written at the same time. Victory Motorcycles recently celebrated its 26th consecutive quarter of increased sales and earnings, and the subsidiary of Polaris Industries is growing at a 30-50% rate.

Victory was proud to tell us the above facts when we were in Austin, Texas, for the press introduction of its outrageous new Hammer. No, it doesn't have a car-sized engine like the Triumph Rocket 3, but it does have the fattest rear tire ever seen on a mass-production motorcycle, a monstrous 250-section donut.

Victory reps call the Hammer their entry into the power cruiser segment, and it has already received huge positive reaction at the retail level even though it won't arrive at dealers until March or April of next year. Reportedly, a dealer in Texas already wanted to place an order for 100 of them!

Supplying the "power" part of this new power cruiser, the Hammer is fitted with Victory's new Freedom 100/6. A direct offshoot of the powerful 92 ci engine found in the Vegas and Kingpin, the new 1634cc motor is said to share very little parts with the older 1507cc V-Twin. Victory claims the Hammer generates 10% more horsepower and 22% more torque than the mill in the Vegas/Kingpin. Transposing the dyno figures from the Vegas we tested, the big-bore Hammer should generate about 74 hp and almost 98 lb-ft of torque at the rear wheel.

Victory showed us some acceleration stats during the Hammer presentation, and the new bike has apparently posted a 3.9-second run to 60 mph, the same as the Yamaha Warrior. In practice, the Hammer's motor proves to be eminently torquey, with excellent throttle response from down low on the standard tachometer, and we have no doubt this new Victory will easily run with the aluminum-framed Yamaha.

Throbby vibration from the 50-degree V-Twin is omnipresent but never objectionable. The pulsations from the engine can be reduced further on the open road by shifting into sixth gear, a real cruiser rarity and the "6" is the powerplant's 100/6 designation. Victory's market

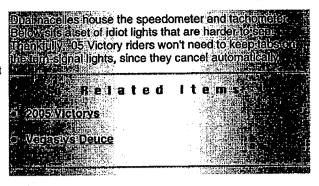




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research revealed that the top request among cruiser customers was for a 6-speed transmission so it granted that wish. The torquier new motor easily carries the taller sixth gear without it lugging. We also appreciated the short and precise action from the gearbox, admirably light for a big V-Twin cruiser.



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Harley-Davidson, Inc.

3700 West Juneau Avenue

Milwaukee, Wisconsin 53208

SIC: 3751 - Motorcycles, bicycles & parts

by James W. Bronson, 08/27/02

"We fulfill dreams through the experiences of motorcycling – by providing to motorcyclists and to the general public an expanding line of motorcycles, branded products and services in selected market segments." http://harley-davidson.com

Company background/history

The January 07, 2002 issue of FORBES magazine named 99-year-old Harley-Davidson Motorcycle Co., "FORBES Company of the Year." The Company got its start in 1903 when 21-year-old William Harley and 20-year-old Arthur Davidson built their first motorcycle in a 10-by-15-foot shed. Along with the first bike came the Harley-Davison (H-D) trademark, which has been in continual use since the first H-D bike. The Harley-Davidson Motor Company incorporated on September 17, 1907. In 1909 the company introduced its first V-twin engine, an enduring H-D icon. The famous has and sheld logo followed in 1910. 1912 found construction starting on the company's manufacturing plant and headquarters on Juneau Street in Milwaukee, where company headquarters remain to this day. Early Harley's were technologically advanced for their time and success on the racetrack established the company's reputation. It also brought the custom of a victory lap with the team's mascot, a pig; hence the Harley HOG nickname. WW I brought H-D into the military with large production runs and exposure to thousands of military personnel. By 1920 H-D was the largest motorcycle manufacturer in the U.S. selling 27,000 bikes a year in a competition with over 100 motorcycle manufacturers. The Great Depression nearly broke H-D, as it did almost every other motorcycle manufacturer. In the face of the depression H-D unveiled it s famous 45-degree V-twin "knucklehead" engine. The engine set land-speed records and brought Harley just enough business to survive. WW II found a demand for 90,000 bikes from the military and H-D's fortunes were restored for the time being.

In 1962 the company purchased the Tomahawk Boat Manufacturing Company of Tomahawk, Wisconsin. The company had no interest in manufacturing boats, but saw the potential for incorporating fiberglass assemblies into its products. The 1960s brought strong competition from the Japanese motorcycle manufacturers and consequent poor economic performance from H-D. In 1969 H-D was acquired in a friendly takeover by AMF, which was then moving into the recreation industries. AMF provided cash and rapidly expanded capacity. Quality and design soon suffered to the point that the "split crankcase" engines then in use were known for the their ability to leak oil and little else. One of the popular jokes at the time went:

What do hound dogs and Harleys' have in common? They both spend a lot of time riding

around in the back of pickup trucks.

In the early 1970s Jeff Bleustein, a Yale engineering professor, left academia for AMF. In 1975 Bleustein took over Harley's engineering department. It was a difficult assignment as there was a great deal of resentment on the part of the old Harley hands directed towards AMF. After his first week on the job he brought home his first bike, a Sportster. The bike lived up its reputation when it left a large pool of oil on the garage floor the first night. Bleustein spent the next eight years designing a new engine. Derivatives of the "Evolution" engine, designed by Bleustein and his cohorts, are used in the traditional Harley designs to this day.

Along the way, Bleustein fell in love with Harley-Davidson and its bikes. When AMF lost money and interest in the recreation industries, Bleustein and 12 other H-D executives purchased the company in a leveraged buyout. The 1981 buyout, with \$80 in debt, for every \$1 in equity, left the company highly leveraged. At the end of 1985 the Company came within four hours of a foreclosure by its main lender, Citicorp. Seven months later H-D went public. Bleustein's original investment is currently worth \$40 million, but amounts to less than 1% of the shares outstanding. Today, with a financially solvent company, management is loath to grow too fast. The company has limited growth to 13% per year and focused on producing a product of the highest quality. Management is slowly closing the demand gap, but wants to ensure its bikes are not too easy to come by.

The company has often tried to diversify its product lineup trying everything from golf-carts and snowmobiles in the 1960s to motor homes, truck bodies and military contracts in the 1980s. Having failed in its attempts to diversify into related industries, in 1998 H-D moved to expand its presence in the motorcycle industry when it acquired the remaining outstanding shares of Buell Motorcycle Company. While sharing both components and technology with H-D, the lower priced Buell is intended to attract younger and non-traditional riders to the H-D logo.

Harley-Davidson is an American icon and has a loyal customer following that has been described as a cult. The company has to be careful to not offend its traditional customers by going too far, too fast. Forbes reports that:

"In 2000 Harley balanced the engine on its Fat Boy, a voluptuous, 670-pound beast, to reduce vibration. But the vibration couldn't be eliminated; riders would revolt if it didn't feel like a Harley. So instead of mounting the engine on rubber pads, as it does with its easy-riding touring bikes, the company spent two years developing a counterbalance system that leaves some vibration. 'We changed everything without changing a thing,' says William J. Davidson, a great-grandson of a founder and the company's product-development director.

Still, the reception, at least at first, was prickly. Clay Wilwert, whose family has owned a dealership in Dubuque since 1959, said some his best customers got ornery when the heard about the Fat Boy's new engine. 'Right away some said 'Aww, I ain't going to like that new motor,' Wilwert says. 'But guess what, as soon as they rode it, they loved it. They said, 'Hey, this is really cool that it doesn't shake my hands asleep.'" (Fahey, 2002)

Harley-Davidson's attention to detail extends to the bike's exhaust rumble and pop. The company has a 25-person team dedicated to preserving the bikes unique sound. Using echo-free sound chambers the team tweaks every new development in an effort to maintain the Harley sound.

Harley Davidson is looking forward to their 100-year anniversary in 2002. The year-long celebration will span Harley's world markets culminating in a celebration in Milwaukee, Wisconsin on August 31, 2003. There are plans for an "Open Road Tour" which will cover portions of North America, Australia, Europe, and Japan. The tour is already causing some controversy as the East Coast anniversary event was forced out of New Jersey after four bikers were killed in gang violence at a rally on April 27 in Laughlin, Nevada. The company expects 200,000 people to take part in the celebration that is expected to provide an economic boost of \$132,000,000 to the local economy. While 2003 is bound to be a banner year for Harley with the 100th anniversary badge immediately making every bike a

collectors item, many financial analysts are nervous about what will follow in 2004. Will investors sell what many believe to be an overvalued stock? (Milwaukee Journal Sentinel, July 07, 2002)

Recent accomplishments and problems

Despite its blue chip standing on Wall Street, Harley-Davison is not without its problems. The market for the heavyweight motorcycles, like those produced by H-D, is stagnant everywhere but the U.S. The Harley-Davidson name and logo is an American icon, but the same cannot be said for the rest of the world. This is particularly true of the large European market which tends to regard traditional H-D motorcycles with the same respect the driver of a Ferrari might pay a minivan. The exception to this statement is England, where the H-D Sportster is the single largest selling heavyweight bike. H-D's image as the company that provides mounts for the Hell's Angels is misleading, the typical Harley buyer is a professional. The average age of a H-D buyer in 2001 has jumped up to 46 from 37 in 1990. With a nine-year-age increase in an 11-year-period, Harley appears to be suffering from Cadillac syndrome, i.e. its customer base keeps getting older with few young buyers entering the market for the Company's product. Add in the facts that H-D does not produce enough bikes to meet demand, its very high prices, lackluster technology in its mainstream bikes, and the presence of readily available look-alikes from competitors Honda, Yamaha, Suzuki, and Kawasaki, and Harley-Davidson can hardly afford to be complacent. Nor is H-D well received in manyoff-shore markets. This is particularly true of Europe where its "American" mystique is lacking and it must compete with such adversaries as Ducati and BMW. While in the U.S. recent start-ups are after a percentage of Harley's market share.

Harley CEO Jeff Bleustein is hardly unaware of these problems. The company's newest offering, the V-Rod boasts a 110 horsepower liquid-cooled engine designed by Porche that offers almost twice the power of a typical Harley HOG. In fact, the Porche designed power plant will push the V-Rod to 140mph. The V-Rod was designed to attract two groups of riders that have shown little interest in H-D's traditional products. Savvy, young Americans who have looked to Europe for styling and performance and Europeans who have largely shunned the traditional Harley bikes. Unfortunately, you are unlikely to find a V-Rod anytime soon, the first years production is already sold out, mostly to collectors. In fact the average waiting time for any Harley bike, with the exception of the Sportster, is over one year. This inability to meet demand has resulted in a small decline in market share and the loss of otherwise loyal fans to the firm's competitors.

Competitors _____

All of Harley-Davidson's major competitors have their headquarters outside the U.S. Most of the major competitors are operating units of larger diversified companies, e.g. Honda, Yamaha, Kawasaki, Suzuki and BMW. At least one of H-D's major competitors, Honda, manufactures its largest motorcycles in the U.S. A major exception to the larger company rule is Ducati, an Italian company that is a leader in the European market. In addition to offshore competition there has been a recent surge in U.S. companies eager to enter the heavyweight motorcycle market, these companies include revivals of H-D's old time competitor's Indian and Excelsior-Henderson, as well as new brands like Big Dog and Polaris's Victory bike. The 1507 cc Victory line from Polaris is a H-D look-a-like that is aimed directly at the potential Harley owner who does not want to wait a year, or more, for a new bike.

According to the company: "Competition in the heavyweight motorcycle market is based upon a number of factors, including price, quality, reliability, styling, product features, customer preference and warranties. The company emphasizes quality, reliability and styling in its products and offers a one-year warranty... (2001 Annual Report)." Ho clearly trades on its image and the nostalgia for its traditional bikes. While **Harley**'s quality is high, the technology

of the company's bikes lags behind that of competitors with the exception of the new V-Rod. Harley's image and nostalgia is reinforced by what the company calls a "motorcycling lifestyle" and furthering that lifestyle is what the Harley Owner's Group, H.O.G.[®], is all about. Due to Harley's success in promotion combined with a production that intentionally fails to meet demand, used Harley's hold their value far better than most competitors' bikes.

The company has led the motorcycle industry in domestic unit sales of heavyweight bikes for 14 straight years. However the company's domestic market share declined slightly in 2001 (45.7%) compared to 2000 (46.8%). The company faces a challenge in limiting availability to ensure high-markups for itself and its dealers, while maintaining market share in the face of stiff competition. Honda, the company's largest competitor in the domestic market, ended 2001 with a 20.5% market share.

Market Share	as a Function of	ng kida katalah katalah seberah seberah sebilah kerabah kida dan kemengan berawa da Katalah seberah seberah da			
<u>Heavyweight</u> Motorcycle Registrations					
	2001	2000	1999	1998	
Harley- Davidson	45.0%	45.6%	48.8%	48.1%	
Buell	00.7%	01.2%	01.4%	01.4%	
Honda	20.5%	18.5%	16.4%	20.3%	
Suzuki	10.8%	09.3%	09.4%	10.0%	
Kawasaki	08.0%	09.0%	10.3%	10.1%	
Yamaha	07.9%	08.4%	07.0%	04.2%	
Other	07.1%	08.0%	06.7%	05.9%	

The company exported 20.3% of its H-D motorcycle production during 2001, a 2% increase over 2000. The European market is a particularly difficult one for Harley-Davidson. The market is an attractive one and heavyweight sales are roughly 75% of those in the U.S. market. Unlike the U.S. market, the H-D nostalgia doesn't sell bikes in Europe. 79% of the European market is comprised of the standard and performance bikes, market segments in which the traditional H-D offerings are hardly competitive. Europeans also differ in their tastes on a regional and national basis. Those that favor Italian flair have the option of the racy Ducati and similar bikes, while those that like Teutonic thoroughness can opt for the highly refined BMW.

Ducati

Ducati, an Italian motor-bike company was founded in 1946. After years of growth and market success a mismanaged cooperative strategy resulted in the acquisition of Ducati by the Texas Pacific Group in 1996. In 1999 Ducati Motor Holdings went public with listings on both the Milan and New York stock exchanges. Ducati has adopted a cyberspace model selling motorcycles, accessories and clothing on-line, http://www.ducati.com. The company promotes its cyberspace model through participation in motorcycle racing where Ducati has dominated the world Superbike championships for over ten years. This strategy has been most successful for Ducati with gross profits increasing 20% annually between 1997 and 2001.

Unlike Harley-Davidson Ducati does not build bikes on the bases on nostalgia and comfort, rather Ducati sells style and performance based on technologically advanced designs. Ducati's are race proven bikes sold for use on the street, the ultimate café racer. Like Harely-Davidson, Ducati employs a premium pricing strategy. Ducati customers tend to be younger and somewhat less affluent, consequently sales vary more with the economic cycle. Harley-Davidson's new V-Rod appears to be aimed squarely at the high-end of Ducati's customer base.

New Heavyweight Motorcycle Registrations by Market						
	2001		2000	`	1999	
North America	188.3		167.4		146.1	
H-D & Buell		234.5		198.0		151.8
Other				23 010		10 110
Europe	21.8		21.8		19.9	
H-D & Buell	21.6		21.0		19.9	
Other		271.8		271.6		286.8
Japan/Australia						
у аран жаза ана	13.4		12.9		12.3	•
H-D & Buell		48.7		49.8		50.8
Other		1017		15.0		
Total						
	223.5		202.1		178.3	
H-D & Buell		555.0		519.4		489.4
Other						

HRM

In 2001 the company employed approximately 8,100 employees in the manufacture of motorcycles. Unionized employees were primarily represented by one of two unions as a function of the facility's geographical location. The company's collective bargaining agreements are due to expire in 2007 and 2008. The company has only incurred one strike since its-AMF days and evokes a deep commitment from employees. H-D prides itself on open communication with employees and a team-based culture. Departmental differences are minimized through a focus on cross-functional communications. Teamwork is emphasized and employees help define the company goals. Employee involvement in goal setting facilitates a clear vision of the Company's direction. Equal percentage bonuses, based on 15% of sales, are given to all employees in the belief that this practice minimizes differences and promotes teamwork. Harley-Davidson prefers to promote from within the company to give employees opportunities for advancement and demonstrate the Company's commitment to retaining talent within the Company.

Not everything is "roses" at Harley-Davidson especially near the top. Despite a relatively flat organization for a company its size, Harley has some 23-25 vice-presidents, all of whom it is to be imagined, see themselves in the president's slot one day. As a consequence of this "bottleneck" a number of highly qualified senior executives have left the company for "better" positions.

Harley has a time-tested device for keeping up with customer demands while ensuring product quality. Half of the company's 8,000+ employees ride a Harley-Davidson. Every employee, including the CEO, must go through a dealer to get his or her bike.

Operations

The company has an ongoing production strategy of increasing the supply of its motorcycles, but at a rate less than that demanded by the market. In many ways the company has been a poster-child for those management practices that comprise what has become known as quality management. The company continuously strives to improve the quality of its operations while controlling costs. Quality management related practices include statistical process control, employee involvement in operations related decisions, supplier participation, just-in-time inventory control and

partnerships with the company's unions. H-D trains its employees in the use of statistical methods and problem solving on an on-going basis. The company is proud of its relationship with employees and encourages employee involvement, emphasizing a highly flexible and participative workforce. The company employs this flexibility in cross-functional teams that review every aspect of the production process.

The Company seeks to establish long-term mutually beneficial relationships with its suppliers. H-D involves suppliers in the design and manufacturing of its products and quality improvement programs. Harley requires that its suppliers be committed to annual cost reductions even when labor and material costs are rising. The Company believes that vendor involvement results in improved products, the adoption of new technologies, and the smoother introduction of new products and product changes. Supplier involvement is not without its costs and led to an increase in the number of purchasing engineers from 4 to 30 in the 1990s. The involvement of suppliers has resulted in improvements in productivity and product quality, and a 4-5 day component inventory; all of which translates into an estimated savings of over \$10,000,000 per year.

In conjunction with its JIT inventory and assembly controls, the company has introduced an automated electrified monorail (AEM) system in its two Wisconsin engine assembly plants. The AEM systems have increased productivity, improved ergonomics and increased the speed of changeover between different assemblies while freeing up space on the factory floor. Similarly, the Company's parts and accessories distribution centers have been highly automated leading to increased speed of delivery and a 99.7 % level of accuracy.

Harley-Davidson projects growth in the heavyweight motorcycle market and is in the process of expanding two of its seven manufacturing plants. In 2001 the Company began two major plant expansions. The Company's existing assembly facility in York, Pennsylvania will receive a 350,000 square foot expansion, while the company's facility in Tomahawk, Wisconsin will receive a 60,000 square foot addition. It is expected that these additions will not be fully operational until 2003. The company tries to position its product development staff in proximity to its manufacturing operations in order to ensure new product and model changes are coordinated prior to, and during, ramp-up.

Powertrains for the V-Rod are assembled in Kansas City through a joint venture with Porsche AG. The company's operation in South America imports parts and sub-assemblies from the U.S. for final assembly in Brazil. Assembling the bikes in Brazil reduces duties and taxes, thus reducing the selling price and increasing the company's market. However, the volume of this facility remains under 1,000 units per year. Bikes for the European and Asian markets are exported from the U.S.

Harley-Davidson Manufacturing Facilities				
Wauwatosa, WI	422,000 s.f.	powertrain		
Menomonee Falls, WI	479,000 s.f.	powertrain		
Tomahawk, WI	179,000 s.f.	fiberglass parts & painting		
York, PA	1,033,000 s.f.	parts fabrication, painting, & assembly		
Kansas City, MO	330,000 s.f.	Sportster assembly, V-Rod powertrain		
East Troy, WI	40,000 s.f.	Buell assembly		
Manaus, Brazil	30,000 s.f.	subassembly for local markets		

In 2002 Harley-Davison regularly advertised its products on television for the first time. The company has a long history of successful promotion, and its bikes have "costarred" in a number of major film productions with such tough guy stars as Steve McQueen, Arnold Schwarzenegger and Bruce Willis. The company's traditional advertising and promotional venues include dealer promotions and cooperative programs, magazine and direct mail advertising and its famous customer events. The annual gathering in Sturgis, South Dakota has been the subject of public television documentaries. Formed in 1983, the company sponsored Harley's Owner Group or H.O.G.® has 660,000 members worldwide. The Buell Riders Adventure Group, or BRAG® is a 10,000 member strong counterpart to H.O.G.® Both groups sponsor events, including national rides and rallies. The company also sponsors racing activities. The company spent \$203.1 million on its marketing efforts in 2001, \$189.8 million in 2000, and \$164.2 million in 1999.

A lot of development ideas come from bike-riding employees and from employee attendance at **Harley** rallies held around the country. **Harley** riders traditionally customize their bikes and this practice led H-D to offer custom bikes in 1998. This on-going product allows buyers to alter their factory bikes with a ride range of accessories and paint. With \$9,000 in extras, these bikes go for \$25,000 and carry a 40% profit margin (Fahey, 2002). Delivery time for the factory custom bikes can run up to two years.

Harley's buyers aren't locked into any social class. You are just as likely to find the CEO on a Harley as worker off the assembly line. According to H-D the average motorcycle purchaser is a married male, 46 years of age, with a household income of \$78,300. He purchased his Harley for recreation and not transportation and is an experienced rider. Over two-thirds of buyers have some education beyond secondary school and 31% have college degrees. Only 9% of motorcycle sales are to females with most of these sales attributable to the Buell brand. What becomes clear from the figures is that Harley buyers are baby boomers and the baby boomers are aging. While no one expects Harley sales to slow any time soon, this demographic exclusivity has led analysts to ask how long can the eagle soar? (Milwaukee Journal Sentinel, July 07, 2002)

Harley owners are loyal with 90% of buyers reporting the intention of purchasing another Harley bike. Owners of the Company's bottom-of-the-line-Sportster-model-often trade up to the company's more expensive bikes within two to three years.

According to Harley-Davidson: "The motorcycle market is comprised of four segments: standard, which emphasizes simplicity and cost; performance, which emphasizes handling and acceleration; touring, which emphasizes comfort and amenities for long-distance travel; and custom, which emphasizes styling and individual owner customization." (2001 Annual Report)

The company currently addresses all categories with its offerings from Buell lineup in the standard and performance segments and with the H-D offerings in the touring and custom segments.

The company is meeting with some success in its Rider's Edge Program, which was introduced in 2000. Harley-Davidson is aware the size of the company's bikes, and the unfortunate "Hell's Angels" image of a few riders, are obstacles to many potential buyers. The Program is designed to make the Harley experience more accessible to the public. For \$225 prospective riders can receive 25 hours of classes through their local dealership. The program utilizes the new Buell Blast and graduated 3,800 riders in 2001. 45% of the new graduates are women and 25% of the graduates purchased a Buell or Harley. The program is not a moneymaker, but H-D sees it as investment in the future. Dealers seem to agree and are delighted to see new customers, especially those without gray hair.

A creative tool in H-D's marketing program is its Authorized Rental and Tour program. Operated in the U.S. and overseas this program puts riders on "factory maintained" Harleys for guided tours. Included in the tour are some meals, lodging and a support vehicle to carry the heavy luggage and take care of any mechanical malfunctions.

The Company's marketing efforts were recognized when Harley-Davidson was inducted into the 2001 Marketing Hall of Fame. Their selection was based on "an outstanding job of building and sustaining their brand through smart marketing" (http://proquest.umi.com). The honor recognized what Harley followers have known for years: brand equity plus superior manufacturing has positioned Harley-Davidson as the elite manufacturer in the North American

motorcycle market.

Distribution

Uke's Harley-Davidson/Buell dealership in Kenosha, Wisconsin is fairly typical of Harley dealers. Uke's is in the process of completing a new 54,000-square-foot facility alongside I-94. What may be unique to Uke's is a six-story glass tower that will display custom bikes like jewels in a showcase. The new building will feature a 15,000-square-foot showroom and a 10,000-square-foot service area. The basement is given over to the winter storage of customer's bikes, while the second-floor mezzanine houses a museum and art gallery. The architectural firm of Kubala Washatko of Cedarburg, Wisconsin, designed the new facility. Kubala Washatko has designed dozens of Harley dealerships around the U.S. (Milwaukee Journal Sentinel, May18, 2002).

Harley-Davidson products are sold through a network of 633 independently owned full-service dealerships in the U.S. Most dealerships sell only Harley-Davidson and Buell products. The company maintains a European headquarters in England. Dealerships can be found in 32 European/Middle Eastern/African countries, 8 Asian countries and 15 Latin America countries. Due to the very strong demand for H-D motorcycles the company does not experience seasonal fluctuation across its markets, although the same is not true of H-D dealers who tend to deliver fewer bikes in the colder months. The company also attributes its lack of seasonality to the floor financing available through its financial subsidiary.

	Harley-Davi	son Distribution	3.014	
Country/ Region	H-D/Buell	H-D only	Buell only	Total
-	Dealerships	Dealerships	Dealerships	Dealerships
U.S.A.	412	221		633
European	280	91	10	381
Asia/Pacific	158	82		240
Latin America		28		28
Canada	25	_50	1	76

Research and Development

Harley-Davison believes research and development is a key component of the Company's ability to lead the touring bike market. The company is in the process of adding a 165,000 square foot addition to its existing 218,000 square foot product development center. The company also maintains a separate 43,000 square foot development center for the Buell product line. The product development centers are staffed with employees from styling, purchasing and manufacturing, as well as supplier representatives. The practice is consistent with the company's commitment to quality management and results in seamless product development. Due to the increasing prevalence of environmental and safety regulations the product development centers are staffed with professionals specializing in the regulatory process. The company has sought to be proactive in meeting environmental and safety regulations in both its products and facilities. The company spent \$80,700,000 in 2001, \$75,800,00 in 2000 and \$70,300,000 in 1999 on product development.

The Company's products are in compliance with all current Federal and State emission and noise standards. The California Air Resources Board standards become increasingly stringent in model years 2004 and 2008 and H-D will incur costs in complying with the new standards. A more pressing problem for H-D may come from more stringent noise standards in the European Union and Japan. Such standards may interfere with one of Harley's most sacred traditions, the bike's distinctive, and loud, exhaust.

The company is faced with soil and groundwater contamination at its York, Pennsylvania facility. This facility was previously the property of the U.S. Navy and AMF Corp. The Company and the Navy have agreed to pay the cleanup costs. The Company's share of the cleanup cost is estimated to be \$5,000,000, for which the company has established

a cash reserve.

Motorcycle Segment

The motorcycle segment consists of Harley-Davidson Motor Company and the Buell Motorcycle Company. The motorcycle segment designs, manufacturers and markets primarily heavyweight bikes as well as motorcycle parts, accessories and merchandise. The Company is the only major U.S. manufacturer of motorcycles and has led the heavyweight market since going public in 1986. The Motorcycle Industry Council gives H-D a 45% share of the domestic heavyweight market for 2001. The motorcycle segment generated 80% of the total net sales of Harley-Davidson, Inc. for the past calendar year.

Harley's heavy weight bikes are, by definition, more than 650cc of engine displacement.

The company currently markets 28 models of touring and custom bikes with suggested retail prices up to \$25,000. These bikes are built on five basic chassis designs (Softail, Sportster, Dyna Glide, Touring, and the new VRSC, or V-Rod) and are powered by one of four 45-degree V-twin air-cooled engines ranging from 883cc to a whopping 1550cc brute (V-Rod utilizes a liquid-cooled engine). The company pioneered the touring heavyweight motorcycle and this segment includes well-equipped bikes with fairings, windshields, and luggage carriers. The custom segment includes the retro-look bikes that are highly customized through the use of chrome, paint and accessories. These bikes sell for prices that are about 50% higher than competitors comparable models (2001 Annual Report).

The V-Rod is the first in a new series of bikes aimed at the "performance café-racer" market. The V-Rod shares nothing with existing bikes and is equipped with the Porche designed liquid-cooled, 60-degree V-twin, 1130cc, 110hp, Revolution engine. It is the most expensive development project in the company's history, but the company is not revealing the numbers. In the spring of 2002 the new bike was reported to be suffering from assorted production start-up challenges and Harley reduced its expected 2002 shipments from 11,000 units to 10,000 (Milwaukee Journal Sentinel, April 29, 2002). The company is on new ground with the V-Rod, the materials, technology and skills required to make it a success are much more familiar to Japanese and European manufacturers. Harley's previous foray into this market with its Buell line of motorcycles has met with only limited success.

Harley-Davidson manufactured and sold 243,000 bikes in 2001, or about 26% of all bikes sold in the U.S. market. About half of all bikes are Harley's big street cruisers, like the Softail, that run around \$15,000. Around 30% are the true heavyweight touring machines; covered with fiberglass saddle bags, CD players, radios and cruise control, these bikes sell for \$22,000. The remaining bikes are mostly the \$8,000 Sportsters, Harley's oldest, and most affordable, model.

Harley's sales in the international market were \$597 million for 2001. International sales were 18.5% of net sales in 2001, down from 22% in 1999. Japan, Canada and Germany represent the company's largest international markets, and combined, account for 56% of international sales. The company estimates its share of the European heavyweight market at 6.7%. Its share of the Asia/Pacific (Japan and Australia) heavyweight market is 20.4%

Buell

The Buell motorcycle product line emphasizes "innovative design, responsive handling and overall performance" (2001 Annual Report). The Buell lineup has traditionally been based on the H-D 1200 cc V-twin engine. Buell offered four performance models with prices ranging from \$9,000 to over \$13,000 through 2001. In late April of 2002 Harley announced that it was phasing out the Buell X1, M1 and S3T in favor of its latest model, the high demand Firebolt. In 2000 under the Buell moniker, Harley introduced its first sub-650cc bike since 1978. The single-cylinder, 492cc, Buell Blast is aimed at young riders and the standard bike segment. Buell shipped 901 Blasts in the first quarter of 2002. The Buell moniker does attract less experienced riders and a slightly younger demographic. The average age of a Buell rider is 39. With a \$4,400 price tag the Blast is intended to be an affordable entry into the motorcycle market. Harley projects that Buell will sell 11,500 bikes in 2002, up 16% from 2001. The Buell lineup has been plagued with quality problems and has yet to turn a profit for Harley-Davidson.

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Parts & Accessories

Parts and accessories include genuine H-D replacement parts and cosmetic accessories. Parts and accessories comprised 12.1% of total sales in 2001. This segment also includes general merchandise, an area that includes such items as clothes and collectibles. Around the country there are 65 dealerships with shops that feature H-D clothes and collectibles, there are an additional 50 Harley stores in malls, airports and vacation destination and another 20 seasonal shops. While sales were up 8.2% for 2001, the relative sales of general merchandise have declined in recent years and constitute just 4.9% of total sales. While general merchandise is not a major player on H-D's income statement it is important form of advertising and a major player in the Company's quest to turn the brand into a lifestyle. The company also licenses it name and logo for such items as t-shirts, jewelry and toys. The company believes that licensing is useful tool for promotion and routinely polices the unauthorized use of its name and logo (2001 Annual Report). Royalty revenues totaled \$32 million in 2001. While royalties are not a large amount, the margins are very high.

Financial Services Segment

The 550 employees of Harley-Davison Financial Services, Inc. engage in the financing of wholesale inventories and retail consumer installment sales contracts. Income from financial services was \$181,500,000, up 29.6% over 2000. H-D reported that it provided financing to 96% of its dealers in 2001. The growth area in this market appears to be in the financing of new motorcycles. In 2001 Harley-Davidson Financial Services financed 31% of H-D motorcycle sales as opposed to 21% in 2000. Due to the fact that financing is tied to dealer sales, financial services tend to be far more seasonal than the manufacturing aspects of H-D's operations. While most of its business is directed at H-D dealers and the dealer's customers, Financial Services does provide financing for non-commercial aircraft. Financial Services also brokers insurance and service contracts for motorcycle owners.

Financial Statements

During 2001 the Company exported 20.3% of its motorcycle production, net sales from the offshore market totaled \$597 million for the year. The company is thus exposed to currency translation and interest rate fluctuations in its offshore markets. To reduce such risks the company selectively uses financial instruments. Forward foreign exchange contracts ate used to hedge the effect earnings fluctuation on the Euro dollar. The Board of Directors has authorized the Company to repurchase shares of the Company's common stock under two separate plans. Under these plans large blocks of stock have been repurchased by the Company in recent years

Balance sheet and income statement data for the period 2001–1991 may be found appended in an Excel format.

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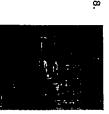
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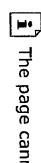
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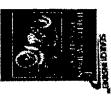
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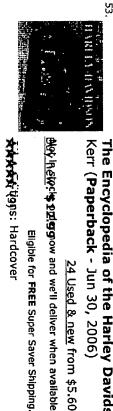
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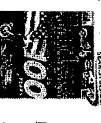


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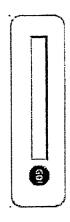
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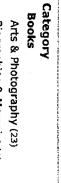
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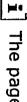
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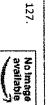
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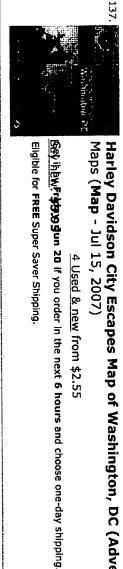
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141.

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How to Power Tune Harley-Davidson: 1340 Evolution Engines for Road & Track (Speedpro Series) by Des Hammill (Paperback - Feb 1998)

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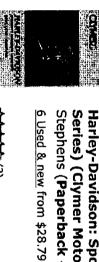
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Stephens (Paperback - Sep 1, 1991)

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John Carroll and Garry Stuart (Paperback - Nov 1994) Harley-Davidson 45s: Workhorse and Warhorse (Osprey Classic Motorcycle) by

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Harley-Davidson: Sportster Evolution, 1986-1987: Service, Repair, Maintenance by



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> Harley-Davidson Big Twin Performance Handbook (Performance Handbooks) by Tom Murphy (**Paperback** - Feb 1995)

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Harley-Davidson 74 and 80 4-Speed V-Twins, 1959-1984: Service, Repair,

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Maintenance by Eric Jorgensen, Anton Vesely, and Ron Wright (Paperback - Jul 1988)

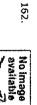
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Clymer Harley-Davidson Fx/FL Softail Big-Twin Evolution, 1984-1991 by Intertec Publishing (**Paperback** - Sep 1992)

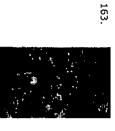
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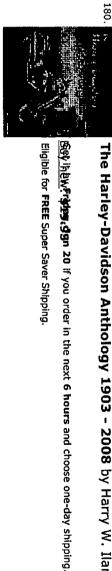
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Harley-Davidson: An American classic by Doug Mitchel (Hardcover - 1996)



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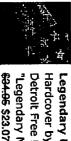
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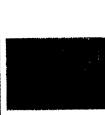
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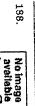
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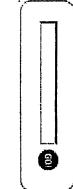
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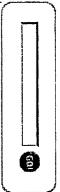
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